

**DESIGNING A TRAINING PROGRAM ON COMPETENCIES  
DEVELOPMENT IN SUPPORT THE QUALITY OF WORK LIFE  
(QWL)**

**Anindita Chatrawening**  
Faculty of Psychology  
University of Surabaya

**L. Verina Halim Secapramana**  
Faculty of Psychology  
University of Surabaya

**Eko Nugroho**  
Faculty of Business and Economy  
University of Surabaya

---

Universitas Surabaya. Jl. Raya Kali Rungkut, Rungkut, Kota Surabaya, Jawa Timur 60293.

achawening26@gmail.com

# **DESIGNING A TRAINING PROGRAM ON COMPETENCIES DEVELOPMENT IN SUPPORT THE QUALITY OF WORK LIFE (QWL)**

**Anindita Chatrawening**  
Faculty of Psychology  
University of Surabaya

**L. Verina Halim Secapramana**  
Faculty of Psychology  
University of Surabaya

**Eko Nugroho**  
Faculty of Business and Economy  
University of Surabaya

**Abstract.** Nowadays, market developments and business competition is getting higher. This requires the organization to maximize its human resources in achieving its goals. On the process its self, organization must fulfill the need of its employee and provide facilities to increase their competencies by paying attention on employee's quality of work life. The quality of work life is an organizational concept that include employees feeling about their work life, which have an impact on work effectiveness. There are five elements in the quality of work life concept, which is health & well being, job security, job satisfaction, competency development, work & non-work life balance. This study is conduct in a company that engaged in manufacturing of cement and concrete. The subject in this study is the head office employees. The Pre-asessment process is conducted by distributing questionnaire to the employees. The questionnare is using European Foundation for the Improvement of Living and Working Environment (EWON) dimensions to collect some data. Based on the results of the pre-asessment, this study is focuses on competency development dimension. Basically, the company has already awareness for improving hard skill and soft skill competencies on their employees. Hence, the intervention of this study is to design a yearly training program to increase employees competencies, so that all the training program has been arranged and schedule in advance for the next year. The training program is expected that a well designed program will give a positive impoact on quality of work life. This study is using action research in collecting and analyzing data.

**Keywords :** Quality of Work Life, Competency Development, Training.

## **Introduction**

PT. X is a company that runs in cement and concrete manufactory. All companies must taking care of their employee needs. So that, they will performing a good work and company goals can be achieved. There are some concept that could increase employees performance, one of those concept is Quality of Work Life (QWL). Based on previous research quality of work life has a positive correlation to increase employees performance (Gupta, 2014). According to Rethinam and Ismail (2008) quality of work life is a concept that include remuneration, safety and work environment condition, social environment that giving chances for employees to develop their skill in work life. Quality of work life aim to increasing work effectiveness by fulfilling organization and employee needs.

According to The European Foundation for Condition Living and Work Improvement (EWON, 2002) Quality of work life has five dimension, such as job security, health & well being, job satisfaction, competency development and balancing work and non work life. The researchers using quitionnaire adapted from the dimension of EWON to find out how the quality of work in PT. X and then the researcher conducted with preliminary research (pre assessment) on all employees Head Office in PT. X. EWON had been popular, especially in South-East Asia for collect some QWL data.

The pre-asessment result shown that PT. X there are two dimension that have a lower QWL score than three other dimension, which is Health & well being dimension and Job satisfaction dimension. The other three dimension

such as job security, competency development and work-non work life balance has a good or enough score in quality of work life. Hence, based on the discussion between the company and the researcher, the company wants to focus in just two dimension only, such as competency development and work & non-work balance. The researcher did a interview with one of the head division in PT.X. The result is, company always wants to know and understanding how to create or designing a training program, because they're not really know about the steps, methode, technique about training. All this time, the company always hire an outsider to do a training for them.

Training has an important role on organization. According to Khan, Khan & Khan (2011) training program could increase effectivity and efficiency employee's performance and organization. The company must be careful and detail if they want to design a training program. A training program has to be based on employee and organisation needs, also company must adjust between time and financial's organization (Armstrong, 2000). Other than that, company should adjusting between business strategy (that include vision, mision & company's goal) and companys competencies (core competencies & specific competencies) so it will create a competent human resource that can help company to achieve their goals (Noe,2010).

Even though PT.X already have a good score in competency development, the researcher wants to maintain that score to be better. Also, based on SWOT analysis, company wants to held a training program periodically. Therefore, the researcher will give PT. X a systematic training program based on

literature. The training system itself, only covers the step-by-step of training from beginning process until the last process. Hopefully, this will help PT. X to understand how training should be done.

### **Metodh**

This research using a qualitative method, according to Creswell (2007) qualitative research study things in their natural settings, attempting to make sense of or interpret. There are some methods that can be used in qualitative research, such as fieldnotes, interviews, conversations, photographs, recordings and memos. This research has three stage phase; pre-asessment, asessment and intervention.

### **Result**

This research will use intervention in the form of system training program, where the system will helping the company to understanding the way training program have to be done. So that, PT. X will design a training program without hiring an outsider ever again. Also, if training program will be held periodically, it will help company to increase employee performance, which can support company to achieve their goals.

### **Discussion**

The intervention has not done yet, it will be done this year when the company will give an approval. The intervention has a lot of benefit, according to Kulkarkani (2013) A training program could help employees to

balancing their personal life with work life, also a training program could develop employee morality, increasing employee productivity, job satisfaction dan employee commitment to achieve company's goals.

## **References**

Creswell, J (2007). *Qualitative Inquiry & Research Design : Choosing Among Five Approaches*, 2<sup>nd</sup> ed. California : Sage Publication.

Gupta, Barkha (2014). A Study of Impact of Quality of Work Life on

Kulkarni, Pallavi P (2013). A Literature Review on Training & Development and Quality of Work Life. *Journal od Arts, Science and Commerce*: University of Pune, India.

Noe, R.2010. *Employee Training and Development : Fifth Edition*. The McGraw-Hill Companies.inc : New York.

Rethinam, Guna Seelan & Ismail, Maimunah (2008). Contructs of Quality of Work Life : A Perspective of Infromation and Technology Profesionals. *European Journal of Social Sciences*.